

FOCUS: Growth

Overall Growth Strategies:

Elevate long range comprehensive planning to the highest level of priority for the City of Tucson by:

Ensuring the balanced growth of the community.

Building effective relationships with regional partners.

Implementing the General Plan's cost of development strategy.

Improving service delivery to address the demands of a growing community.



URBAN DESIGN: BUILDING & DEVELOPMENT GUIDELINES

The purpose of this project is to implement guidelines and provide incentives for the private sector that improve the appearance of the urban environment, preserve community character and provide alternatives to continued automobile use. The project has two components: 1) the Community Design Academy, which stemmed from the Sonoran Institute's "Building from the Best of Tucson" program, and seeks to educate citizens on development practices that reflect high civic quality, local character and environmental sensitivity, and 2) Land Use Code revisions aimed at preserving the character of existing neighborhoods and enhancing the quality of new development and redevelopment. Informational materials will be produced that illustrate best practices for design in Tucson. Revising codes, standards and procedures, and utilizing new tools such as overlay zones, will compliment this educational effort.

Accomplishments:

- The Community Design Academy sessions concluded at the end of March. The first cohort of community design ambassadors have completed a comprehensive community design curriculum and will help start a community dialogue on what good design in Tucson can mean.
- In March, the Sonoran Institute made their second round of *Building from the Best of Tucson* awards given to local designers and builders who have exhibited a commitment to high quality design in their work.
- In the coming months the Community Design Academy will develop the 2005 Design Academy Program and begin recruitment.
- Work continues to revise and update the City's Design Guidelines Manual so that it can be adopted as policy and linked to the Land Use Code. An outside consultant will review the Design Guidelines Manual draft and Land Use Code recommendations.
- Funding has been secured to develop a comprehensive landscape management plan with the Landscape Advisory Committee.
- Landscape Ordinance revisions were adopted August 2, 2004.
- The Design Development Option (DDO) Code Amendment was drafted and presented to Planning Commission; the public hearing was continued until October 6th.
- An illustrative brochure on design will be prepared to reflect the new amendment.



GATEWAYS TO DOWNTOWN - STONE AVENUE, SIXTH AVENUE AND I-10 FRONTAGE

These three projects will make transportation improvements, upgrade properties and encourage infill, reinvestment and redevelopment along key gateways to downtown: the 6th Avenue and Stone Avenue Corridors, and along the I-10 frontage road. These projects build upon recent transportation improvements along 6th Avenue and the Stone Avenue Corridor Study recommendations, as well as the Rio Nuevo Master Plan. The I-10 frontage study will suggest potential land use and circulation improvements that can be made in conjunction with Rio Nuevo and the downtown Greenway proposal.



Accomplishments:

Stone Ave:

- Engineering plans for streetscape improvements on Stone Avenue, between 6th and 1st Streets are completed. We anticipate bidding the project late Summer 2004 with a late Fall construction start. Construction should take 1 1/2 years. Improvements include new asphalt, new sidewalks and curbs, landscaping (including median islands), neckdown of side-streets with striped parking and two artist designed bus shelters (one in the bus pullout at La Entrada apartments, and one between the Mortuary and Costume shop).
- A contract with Parsons Brinckerhoff has been approved to finish the design of the intersection improvements at Speedway/Stone including streetscape enhancements to Drachman. A bus pullout is under design at that location, and will be constructed in July as well. This will greatly alleviate the congestion at the intersection by removing the buses from the right travel lane.
- Three landscaped islands are under design for the “curve” between Roger and Limberlost. This will serve as a traffic calming measure to slow down traffic and act as a refuge for pedestrians that may cross the road at that location. Construction is expected to start in May 2005 pending no environmental delays.

I-10 Frontage Planning (Pasillo Al Centro):

- Staff is performing a traffic study for the area between Cushing and 22nd Streets, just east of the frontage road, to evaluate the impacts to the existing neighborhoods in the next ten years as a result of Rio Nuevo projects (U of A Science Center, etc) and from potential new development along the mainly City-owned industrial properties. We will also analyze the addition of a new north-south roadway just east of the frontage road.
- Staff will apply for an Environmental Protection Agency Smart Growth Grant in concert with the Sonoran Institute which can provide up to \$50,000 in funds for community visioning for the I-10 Frontage corridor (Pasillo al Centro) and to establish criteria for redevelopment.
- A Transportation Enhancement Grant application was submitted to the Arizona Department of Transportation for the El Paso Southwestern Greenway concept along the I-10 Frontage Corridor (Pasillo al Centro) requesting \$500,000 in funding to construct the multi-path greenway.
- Staff is mapping the El Paso Southwestern Greenway proposal and identifying all the constraints and opportunities for discussion with the Mayor & Council Subcommittees.

HOUGHTON AREA MASTER PLAN (HAMP)

This project involves master planning of approximately 9,000 acres on the City's eastern edge along Houghton Road between Tanque Verde Road and Interstate 10. Much of this area is now vacant or is underdeveloped and will experience tremendous growth in the future. It is critical that the City plan ahead to guide development in this area. The project is a comprehensive planning effort that integrates and updates land use, transportation, infrastructure and service plans into a legally adopted land use plan.



Accomplishments:

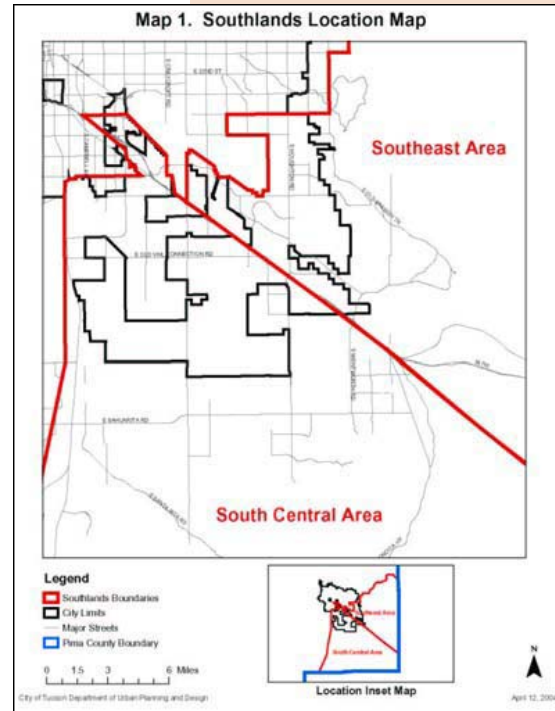
- The Existing Conditions analysis has been completed, including modeling of 100-year flood plains and identification of habitat areas to be preserved. Trails, parks, public facilities and sub-regional drainage basin locations were determined.
- The Citizen Review Committee (CRC) met five times during the year to generate land use and arterial schematics for staff and the Technical Advisory Team analysis and comment.
- Based on the input, the Technical Advisory Team generated a land use and arterial schematic for analysis.
- Staff generated two land use scenarios for analysis. Land use analysis modeling was conducted using Geographical Information Systems and Community Viz software, which allows multi-scenario analysis of each scenario.
- In April, the CRC reviewed the Preferred Land Use Alternative.
- They entered into an agreement with the Sonoran Institute, with funding also from the Lincoln Institute of Land Policy, to retain consultants to review the draft plan and comment, complete a market/economic analysis of the HAMP and assist staff with the development of implementation tools for the master plan.
- A CRC meeting was held in June, where CRC and the consultant (Clarion Associates) provided comment on the draft plan. The draft was then amended in response to the comments received.
- Staff coordinated a series of meetings with Economics Research Associates (ERA) and department representatives to discuss service provision and infrastructure and facility needs for the HAMP area as part of the market/economic analysis of the HAMP. Follow-up data was provided as requested by ERA.
- A basin management plan study has been scoped.
- Final mapping and graphics needs for plan document have been identified.
- Clarion Associates has been contracted to review the plan against market feasibility issues.
- Any final changes to draft will be coordinated with the State Land Department.
- ERA has completed market/economic analysis.

SOUTHLANDS AREA LAND USE AND TRANSPORTATION STUDY

The City of Tucson will conduct a study to identify key land use and transportation infrastructure considerations based on environmental constraints in the Southlands vicinity. The study will focus on circulation between I-10 and I-19, the Tucson International Airport and Puerto Nuevo. Pima Association of Governments project development funds are being used to conduct this study.

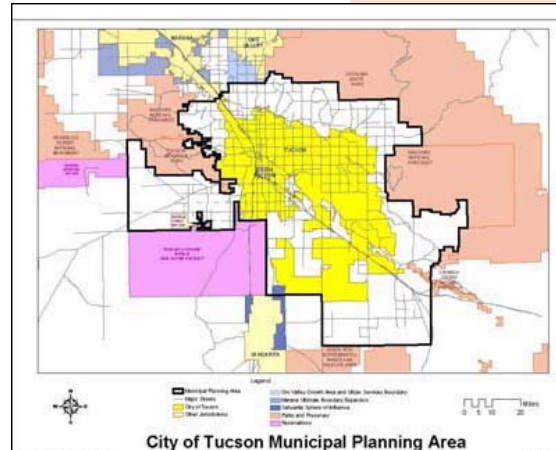
Accomplishments:

- Received working paper of data collection and existing conditions.
- Traffic modeling by the Pima Association of Governments and the consultant is ongoing.
- Recommended arterial roadway network will be submitted to Technical Committee in August 2004.
- Land use projections for 2030 and ultimate build-out of area approved by the Technical Advisory Committee and Pima Association of Governments.
- Draft roadway network submitted for comments.
- Constraints analysis work including environmental/cultural analysis and drainage/riparian considerations evaluated.
- The report will be finalized and a list will be compiled of recommendations for amendments to Tucson Major Streets and Routes Plan.



PLAN FOR ANNEXATION

This project involves the development of a strategic annexation plan for the City of Tucson. The plan will include an analysis of the current situation with regards to growth of municipal and unincorporated areas, principles for the annexation plan, the ultimate City of Tucson boundary map, priority areas for annexation, strategies for successful annexation and an approach that leads to legislative changes. The plan will be developed with input from staff at all levels of the organization, as well as citizen input, and will eventually be provided to Mayor and Council for their approval. The plan will help guide staff in pursuing annexation as a remedy for the unincorporated urban population issue and will assist in using annexation as a tool for planning for the future growth of the greater metropolitan area. It will also allow staff to be less reactive in the City's approach to annexation and adopt a more deliberate, proactive approach.



Accomplishments:

- Staff held meetings with City departments affected by annexation to get input and assess service needs in various areas.
- On February 20, 2004 a draft plan was presented to the Mayor and Council Growth Subcommittee.
- The Mayor and Council approved the Plan for Annexation on June 28, 2004 and asked the staff to return in sixty days with data regarding extended water services outside the City limits.
- The City has met with other jurisdictions to discuss cooperation in annexation decisions.
- Brochures have been prepared for homeowners and businesses.
- Presentations are being scheduled with community groups and city employees.
- Specific annexations are still ongoing. Recent annexations include: State Land II (1,688 acres), Starr Pass Marriott resort site (58 acres), Marvin District near River and Campbell (6 acres), and the Valencia Craycroft annexation south of DM (21 acres).

JULIAN WASH NATURALAND CULTURAL RESOURCE PARK

This project involves the creation of a natural and cultural resource park in Arizona Department of Transportation right of way at the I-10/I-19 interchange and the site of a major Hohokam village. A Transportation Enhancement Grant was approved to fund project development that will include interpretive exhibits.

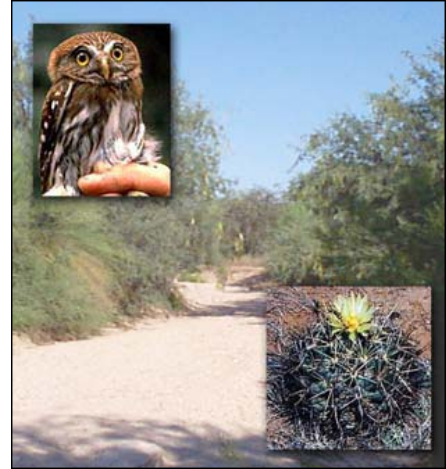
Accomplishments:

- An Intergovernmental Agreement (IGA) with the Arizona Department of Transportation (ADOT) was negotiated and offers were made to property owners.
- The Mayor and Council adopted the IGA with ADOT on March 1, 2004.
- Property acquisition has been completed.
- Design work and consultation with the tribes is underway.
- The goal is to complete the design work by December 2004 and have the project ready to go to bid at that time.



TUCSON HABITAT CONSERVATION AND OPEN SPACE PLAN

The City of Tucson was awarded a grant from the U.S. Fish and Wildlife Service to develop a Habitat Conservation Plan (HCP). The planning area consists of approximately 40 square miles within the southeastern part of the City of Tucson, the Santa Cruz River corridor and specific Tucson Water Department holdings in the Avra Valley. The HCP will contribute to the conservation and recovery of the endangered cactus ferruginous pygmy owl and Pima pineapple cactus. The planning process is an opportunity to comply with the provisions of the Endangered Species Act and identify areas that are appropriate for preservation and for development.



Accomplishments:

- The City met with U.S. Fish and Wildlife Services and Arizona Game and Fish Commission several times to have all staff meet each other and lay the ground work for biological studies needed for the HCP.
- Staff also met with staff from other communities to get updates on HCP activities in the Tucson Metro Area and to exchange information.
- Staff met to discuss the HCP process in the context of the potential de-listing of the CFP Owl and the Spirit of the Sage Council v. Norton case, which challenges the “No Surprises Rule”. It was determined to proceed, until or unless the “No Surprises Rule” is deleted or dramatically altered against Section 10 permit holders.
- Arizona Game and Fish Commission approved the Intergovernmental Agreement in January 2004, but amended it in February 2004, as it was being scheduled for Mayor and Council consideration.
- The Mayor and Council considered and approved the IGA on February 23, 2004.
- The biological surveys are beginning.
- Staff will establish stakeholder and science committees.
- The City retained SWCA as consultants for the project.
- The Technical Advisory Committee (TAC) was established along with a Stakeholders Committee (SC).
- The first TAC meeting was held.
- In the near future, the City will continue TAC development of the conservation targets list, with meetings scheduled for September 2nd and 30th.
- The first SC meeting is scheduled for August 2004.
- A webpage will be established for the project that can be used by both committees, staff, other officials and the public to follow the project and to provide input.
- A finalized list of conservation targets, categorized and prioritized will be created.

CITYWIDE ENVIRONMENTAL PROGRAM

This project involves developing a comprehensive Environmental Management Program (EMP) for the City of Tucson to strengthen the City's internal environmental efforts. This includes the development of a communication program to maintain the City's compliance during environmental events and to maintain open communication with upper management for executive decisions.

Accomplishments:

- Monthly meetings of the EMP Governing Board were conducted. Well WR-453A near the Vincent Mullins Landfill intercepted a groundwater plume; the Arizona Department of Environmental Quality and nearby well owners were notified. The EMP Group, City Manager and Mayor and Council were also notified.
- The EMP Board monitored the progress of activities associated with the remediation of Tucson Water Well C-118A.
- They also monitored the remediation efforts of Kinder Morgan at their pipeline leak location.
- A finalized draft version of the Communication Policy and Procedure was prepared.
- Staff will work with City Manager's Office to initiate the Environmental Incident Communication Policy and Procedure.
- EMP training program will continue. The next round of topics includes the City's Permitting/Development Services requirements and Pima County's Air Quality programs.
- A training program will be initiated with presentations on 911 Emergency Communication Procedures, West Nile Virus and Africanized Bees.
- The EMP Board will present the Communication Protocol/Procedures to City Manager and all of the departments. They will also determine the most effective method of presenting the EMP Interim Report to interested staff.



2004 PIMA COUNTY BOND ELECTION

Pima County held a bond election in May 2004 to fund projects in the areas of open space, neighborhood investment and public safety. Throughout the year, City staff worked with the County to advocate for City needs and City projects. Albert Elias was the City's representative on the bond planning committee. The City's focus on the 2004 Pima County Bond project has now transitioned to implementation. For each project that the City is managing, a City department has been assigned to oversee the project to completion. Staff is also tracking City requested projects that Pima County is managing.

Accomplishments:

- Voters approved all of the bonds.
- In all, City-proposed projects made up 31% of the total bond package dollar amount.
- The County sold \$41 million in bonds on June 15, 2004 to initiate the program.
- City projects that will receive funding from the initial sale are the Regional Public Safety Communications System, Justice Court/Municipal Court, Fort Lowell Acquisition and San Pedro Chapel, Eastside Sports Complex and Northside Community Park.
- For each of these projects, Intergovernmental Agreements between the City and County are being written.



DEVELOPMENT SERVICES DEPARTMENT IMPROVEMENT

The Development Services Department (DSD) is working on a project to improve their customer service through process improvements and customer communication. The goal is to refine their customer service system into one that is easy-to-use and customer-friendly.

Accomplishments:

- Past plans review scheduling, tracking and prioritization changes have improved operations yielding the best metrics ever.
- Educational outreach efforts have been well received and that program continues to expand.
- The department regularly meets with the Southern Arizona Home Builders Association, the American Institute of Architects and the Alliance for Construction Trades. These meetings share information and provide insight into additional DSD processes that could be improved.
- One result of these meetings was the creation of an automated emailing of inspection results to architects and contractors. This enabled them to get near-real-time exception reporting of potential construction issues on their projects.



TUCSON WATER MMP/GIS PROJECT—MAINTENANCE MANAGEMENT PROGRAM AND GEOGRAPHICAL INFORMATION SYSTEMS

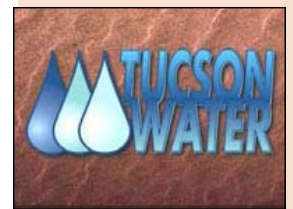
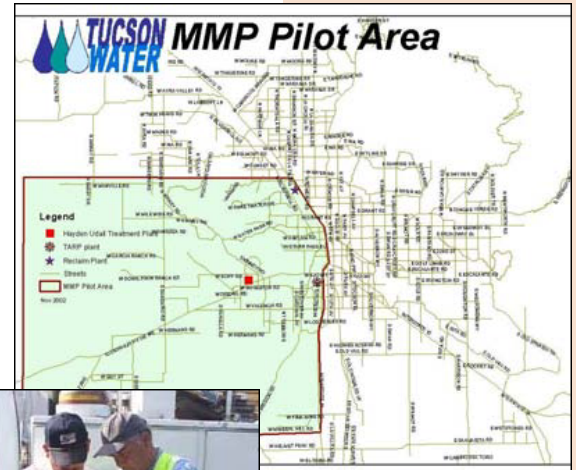
The Maintenance Management Program will develop and implement a plan for substantial improvement in operations and maintenance through the application of best practices, technology and strategies in Tucson Water. Geographical Information Systems will be used in the conversion of the existing paper-based valve map system to a digital system compatible with departmental computer systems. This system will provide for the immediate transmission of information for field use and will aid in timely responses to main breaks and water shut downs with minimal service disruptions.

Accomplishments:

- MMP:
- Tucson Water is now operating the MMP Pilot Program as the first of four maintenance areas for the water system.
 - Tucson Water staff members are assisting Fleet, Communication, City Stores/Inventory and Information Technology in their Synergen implementation. Synergen is a fully integrated computerized maintenance management system.
 - Next steps include implementing Synergen in Tucson Water's System Maintenance Section areas, completing the reorganization in other maintenance areas, and populating the planner/scheduler and multi-skilled Utility Technician classifications.
 - The extensive planning for implementing MMP beyond the Pilot has included updating the work practice modeling of maintenance work to use multi-skilled teams as opposed to multi-skilled workers for near-term implementation.

GIS:

- The conversion of 1,542 hardcopy maps into digital database has been completed.
- Water system information is now available to Tucson Water staff in the traditional paper map format, on a CD, or online.
- Staff is finishing the post processing of records and making updates to the database with engineering plans of assets constructed during last three years during the map conversion.
- Next steps include improvements to the online map functions and continued training of Tucson Water staff to use the new digital water system information.



ENVIRONMENTAL SERVICE UTILITY CONVERSION

On June 14, 2004 the Mayor and Council adopted an Environmental Services Fee and associated rules which established an enterprise fund to support the environmental services utility. In FY 2004, Environmental Services (ES) received \$16.4 million in General Fund subsidies. With the establishment of the fees, ES became self-sufficient and made the General Fund monies available to support other needed City services.

Environmental Services is responsible for a number of critical programs that help provide the citizens of Tucson with a safe, clean community. In addition to supplying refuse collection and disposal for the residents and businesses of Tucson, ES also provides recycling and waste reduction services; operates the City's Los Reales Landfill in compliance with State and Federal regulations; cleans up groundwater at old landfills and leaking underground fuel storage tank sites; enforces the Neighborhood Preservation Ordinance and other environmental codes; and ensures that the City's air quality and industrial waste discharge permits are up-to-date and in compliance.

Accomplishments

- The Environmental Services Fee was successfully added to utility service bill statements in August billing cycle.
- ES Call Center was expanded with backup support by Water staff to handle a projected increase in phone calls.
- Environmental Services website updated with service information
- ES fees relieve the General Fund to support:
 - Hiring 71 police officers over two years
 - Hiring 35 firefighters over two years
 - Repairing 40 miles of City roads
 - Installing new neighborhood sidewalks
 - Supporting new recreational fees
- Established a Low Income Assistance for Water or Refuse Service bill payment with Pima County's Community Action Agency.



LOS REALES MASTER PLAN

This project involves developing a plan to utilize Los Reales Landfill properties for disposal of refuse for an additional 68 years. This includes approximately 45 million additional permitted cubic yards of air space on 148 acres. As part of the plan the City will establish an outreach program to neighboring citizens, develop an end use plan for the site and evaluate alternative designs for cap and bioreactor operations. The entrance facilities to the landfill will also be expanded and relocated to newly acquired property.



Accomplishments:

- A request for Type IV Facility Plan change was submitted to Arizona Department of Environmental Quality (ADEQ).
- ADEQ will review the Type IV Facility Plan for administrative completeness.
- Meetings were held with Urban Planning and Development Services on preparation of a planned area development (PAD) for the Los Reales Landfill.
- In the coming months, remaining issues including planned area development plan/rezoning, and public participation will be addressed.
- Selection of a PAD consultant is anticipated by early August.

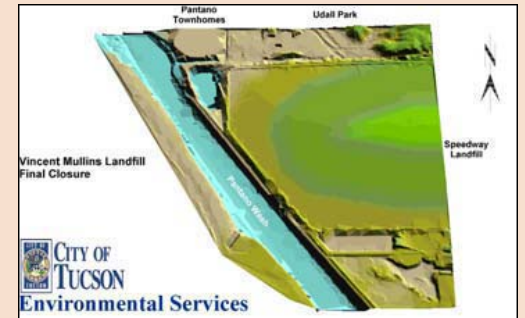


VINCENT MULLINS CLOSURE

The City is in the process of final closure of the Vincent Mullins Landfill. Major project elements include final capping, construction of stormwater run-on/run-off controls, installation of the final gas extraction system and flare station. City staff will also be responsible for providing technical support to the City Attorney's Office for legal actions related to the bordering private Speedway Landfill.

Accomplishments:

- The Arizona Department of Environmental Quality (ADEQ) issued a draft Aquifer Protection Permit (APP) for Environmental Services review and comment.
- Public notification of APP modifications issued on June 17th; Ward 2 was informed.
- Additional groundwater sampling has been performed to characterize the extent of contamination.
- Design and specifications for the corrective action plan are 90% complete and under review.
- A requisition for the new flare station sent to Procurement Department.
- Soil hauls from Udall Park were completed.
- In the coming months, the City will complete public hearings/meetings, for ADEQ and Ward 2 offices, for permit modifications and construction activities.
- The completed APP and corrective action plan negotiations will begin with ADEQ.
- A final design and specifications for the corrective action plan will be completed.
- ADEQ must approve the corrective action plan.
- After approval, staff will complete the bid package for corrective action plan and put it out to bid.
- ADEQ approval is required of all permit modifications.

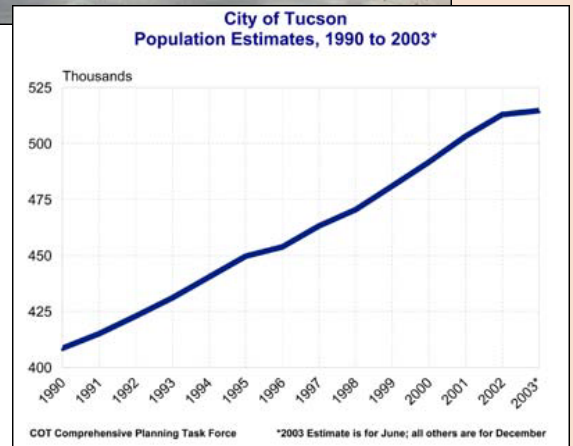


COST OF SERVICE STUDY

The Mayor and Council directed City staff to undertake a cost of service study to examine the feasibility of creating a development impact fee program. Last fall the Phase I Legal and Policy Analysis was completed which outlined broader feasibility issues. As a result, the Mayor and Council directed staff to begin drafting a Development Impact Fee Ordinance for roads and parks capital improvements.

Accomplishments:

- On October 13, 2003 results of Phase 1 of the study was presented to the Mayor and Council. Direction was received to draft an impact fee ordinance for roads and parks fees. The Mayor and Council also recommended including smaller neighborhood parks in addition to larger regional parks.
- In April, the draft impact fee ordinances for roads and parks was reviewed by the Mayor and Council and the public.
- During April – July, a citizen stakeholder group met to review and suggest refinements to the draft ordinance.
- Mayor and Council accepted the Phase 2 report for parks and roads impact fees and approved the notice of intent to hold a public hearing on the ordinance.
- A public hearing is set for September 13, 2004 and ordinance adoption is tentatively set for September 27, 2004 for roads only, while parks discussion will continue in October.
- Comments on draft ordinance from stakeholders are being compiled and addressed in final ordinance proposal.
- Pending Mayor and Council approval, impact fees for roads are tentatively scheduled to go into effect in September 2004.



INTEGRATED WATER RESOURCE PLAN

The Tucson Water Department is in the process of revising its long-range water resources plan. The Utility's first formal long-range planning process started in June 1988 and resulted in the Tucson Water Resources Plan, 1900-2100, published in 1989. Tucson Water initiated a comprehensive revision of the 1989 plan in FY04 with the development of several planning tools that are being used to analyze and evaluate water resource planning options.

Accomplishments:

- Created various planning tools that include water distribution system and aquifer planning models, project cost estimating tools and a comprehensive water resources planning tool.
- The tools have been put into a planning toolbox that will be continually updated for use in analyzing the current plan, as well as future plan revisions.
- The development of this planning toolbox allows staff to respond to changes in projected community growth patterns in an efficient and cost-effective manner.
- The Water Department can develop and adjust planning goals to meet any changes in projected growth patterns and resource availability issues that face the community in the future.

